(S) OEF/OIF Lessons Learned Conference Recap

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(C) NSA hosted the U.S. Central Command (USCENTCOM) Operation Enduring Freedom/Operation Iraqi Freedom (OEF/OIF) SIGINT Lessons Learned Conference from 9 through 11 September. Attendees represented CENTCOM, CENTCOM components, Special Operations Forces, the Army Technical Control and Analysis Element (ATCAE), the Service Cryptologic Elements, GCHQ, Integrated Broadcast Special Support Office (IBSSO), CIA, DIA, Menwith Hill Station, Denver Mission Ground Station, Gordon RSOC, and many organizations here at NSAW. Total attendance for the three days was over 270 personnel.

(S) The purpose of the conference, captured in ██████████████ (SIGINT collection manager at CENTCOM's Joint Intelligence Center) opening remarks was to highlight SIGINT operations through the eyes of many national-tactical players across the "extended enterprise" and assess and document what NSA did well - as well as identify areas where things could have been done better. ██████████ was followed by ██████████ from NSA's Office of Information Management who welcomed CENTCOM and the other participants and highlighted **two major themes** from the Tiger Team Review of the NSA-submitted lessons learned:

- the value of collaboration during the campaign and
- the many new initiatives developed to support the war efforts.

(S) The format of the conference was a series of briefings by participants at all levels highlighting the various roles SIGINT played in both campaigns, focusing discussion on what was done right and what still needed attention. It was obvious by the lively discussion and debate that there was a great deal of passion for the topics that surfaced. In terms of **overall success themes in SIGINT support for the warfighter**, the conference identified the value of:

- the GEO Cell,
- continuous interaction using tools such as ZIRCON (mentioned several times as being critical to success),
- making the warfighter smarter about what NSA can and cannot do, and
- the warfighter making NSA smarter about their operations and key information needs,
- SIGINT herding,
- the federated SIGINT operations (national-tactical integration and embedding analysts forward for the critical expertise in military operations to know where and when to apply SIGINT),
- advance planning for Overhead assets,
- Quick Reaction Capability (QRC) packages,
- the CENTCOM Theater Coordination Collection Architecture,
- the value of GRSOC as a model for RSOC warfighter support operations, and
- what was characterized as the **"best (SIGINT) planning to date."**

(S) Among the issues mentioned in the "needs improvement" category were:

- database access by tactical assets,
- relevant SIGINT product in a coalition environment (NOFORN, tearline, and SIPRNet issues),
- exploitation of HF,
- advanced training,
- modernization of the threat warning architecture using web-based capabilities,
- National SIGINT Requirements Process (NSRP) and the RFI management process,
- the tardy introduction of Info Work Space, and

- the need for national connection to SIGINT airborne assets.

(U//FOUO) Mr. Charles Berlin, SID Chief of Staff thanked all attendees for the outstanding discussion and pledged that NSA would continue working to improve warfighter support.

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